

## PUBLIC DEFENDER Doreen Boxer

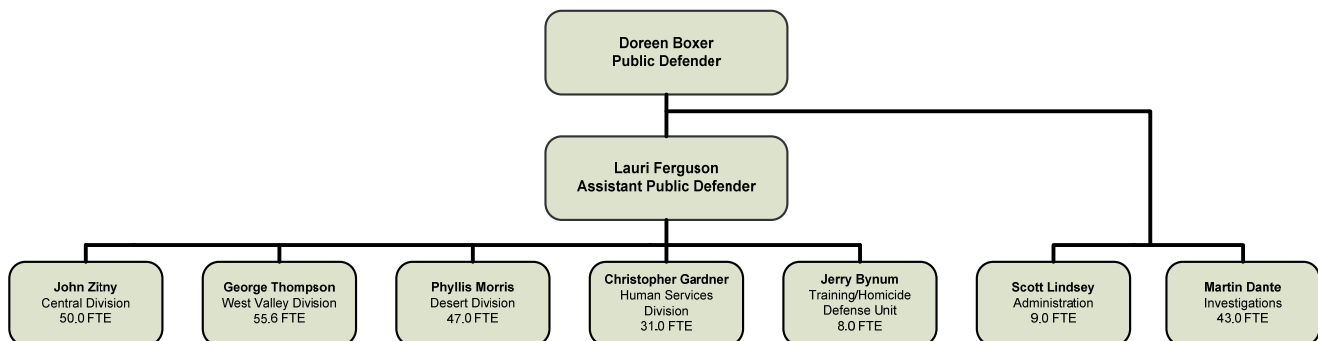
### MISSION STATEMENT

The Public Defender protects the constitutional rights of indigent defendants by providing skilled legal counsel and passionate advocacy at all critical phases of state level criminal and civil commitment litigation.

### STRATEGIC GOALS

1. Increase efficiency and cost-effective strategies to reduce backlog of old cases.
2. Increase training in all classifications and institute a new mentoring program to train our successors.
3. Provide increased service by reducing the number of declared conflicts.
4. Provide increased service by reducing the number of cases from which this office is relieved.
5. Provide constitutionally mandated and quality representation at all critical phases of criminal litigation.

### ORGANIZATIONAL CHART



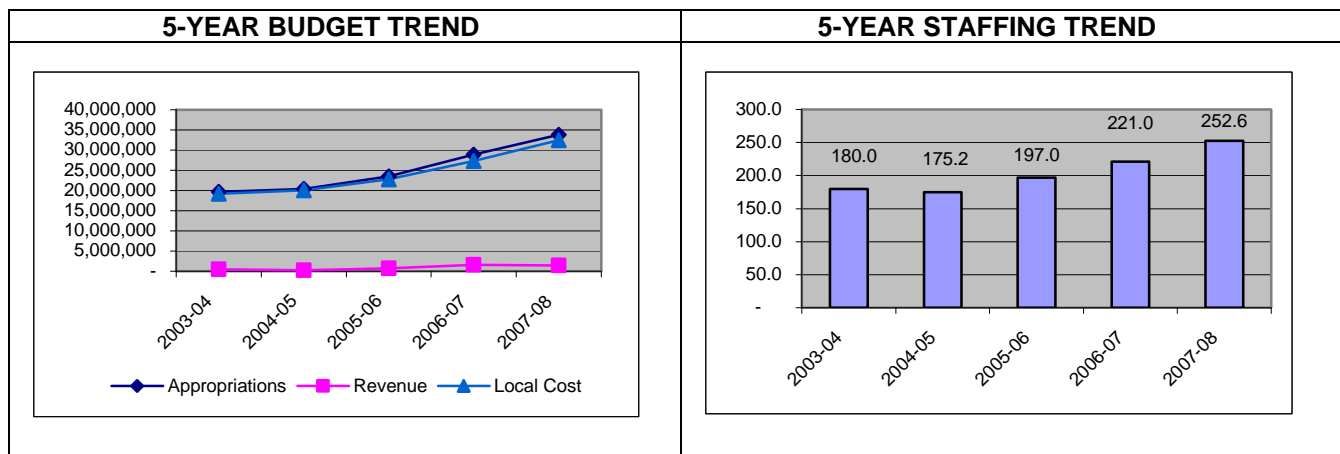
## DESCRIPTION OF MAJOR SERVICES

The Public Defender represents indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. The Public Defender's Office plays a key role in the timely administration of justice by providing constitutionally mandated legal services to indigent clients at critical stages of the proceedings. Services provided by the Public Defender include investigating the underlying facts and circumstances of each case, performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials.

The present Public Defender was appointed on March 14, 2006 and has worked diligently in the past year to assess internal organization, office efficiency, and the department's ability to keep pace with the county's rapidly growing criminal filings. The Public Defender has focused on establishing stability within the department, addressing significant chronic staffing shortages, and updating antiquated technological processes so the department can deliver exceptional representation at all critical stages of litigation. The Public Defender's accomplishments in 2006-07 include:

- Launching "Public Defender Intranet" with employee resources.
- Creation of two-volume "New Deputy Public Defender Training Manual."
- Development of "New Deputy Public Defender" training programs.
- Monthly lunchtime training program providing specialized training at all office locations.
- Creation of monthly evening seminar program, open to the private defense bar, with locally, regionally, and nationally recognized speakers.
- Establishment of social work field placement for Loma Linda University master of social work students.

## BUDGET HISTORY



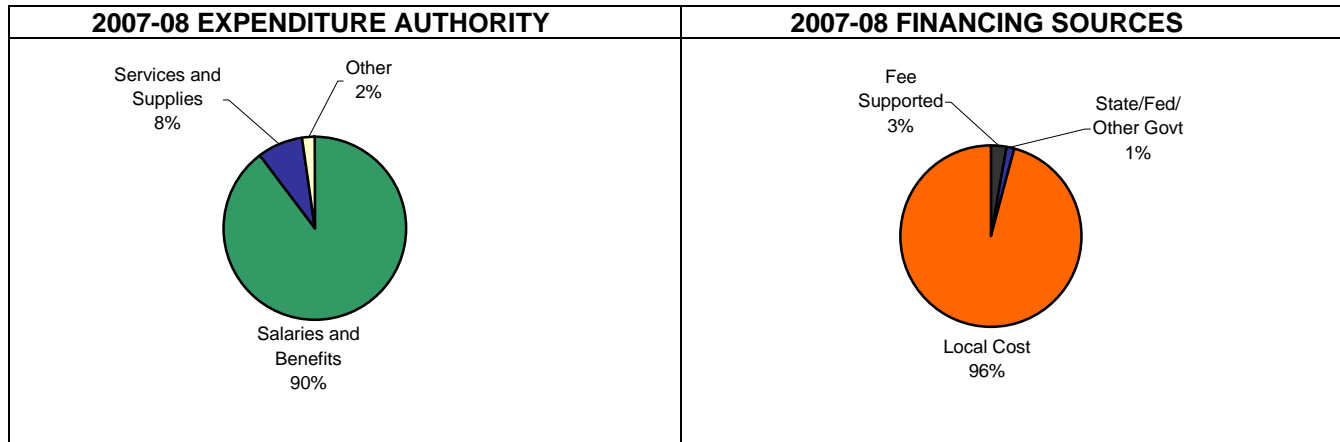
## PERFORMANCE HISTORY

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Modified Budget	2006-07 Actual
Appropriation	19,351,644	21,714,034	24,301,876	29,670,722	28,803,312
Departmental Revenue	280,609	621,504	1,163,105	1,638,440	1,638,442
Local Cost	19,071,035	21,092,530	23,138,771	28,032,282	27,164,870
Budgeted Staffing				221.0	

Services and supplies expenditures were higher than anticipated; however, overall total expenditures were less than budgeted due to salaries and benefits savings resulting from new positions that were not filled for the entire year and new employees being hired at a lower than budget salary. Departmental revenue was at modified budget level.



## ANALYSIS OF FINAL BUDGET



GROUP: Law and Justice  
DEPARTMENT: Public Defender  
FUND: General

BUDGET UNIT: AAA PBD  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual	2006-07 Final Budget	2007-08 Final Budget	Change From 2006-07 Final Budget
<b>Appropriation</b>							
Salaries and Benefits	17,234,438	18,498,044	21,879,392	25,190,243	26,295,852	30,390,801	4,094,949
Services and Supplies	1,808,384	2,556,733	1,996,507	2,936,824	1,959,560	2,506,080	546,520
Central Computer	97,768	123,443	165,499	192,949	192,949	218,229	25,280
Equipment	-	182,648	68,504	24,364	-	-	-
Vehicles	-	175,985	-	175,319	202,303	165,351	(36,952)
Transfers	211,054	191,159	191,974	203,613	211,618	543,286	331,668
Total Exp Authority	19,351,644	21,728,012	24,301,876	28,723,312	28,862,282	33,823,747	4,961,465
Reimbursements	-	(13,978)	-	-	-	-	-
Total Appropriation	19,351,644	21,714,034	24,301,876	28,723,312	28,862,282	33,823,747	4,961,465
Operating Transfers Out	-	-	-	80,000	-	-	-
Total Requirements	19,351,644	21,714,034	24,301,876	28,803,312	28,862,282	33,823,747	4,961,465
<b>Departmental Revenue</b>							
State, Fed or Gov't Aid	24,731	54,551	213,369	1,018,231	500,000	500,000	-
Current Services	255,878	463,903	878,816	602,096	1,100,000	900,000	(200,000)
Other Revenue	-	103,050	70,920	-	-	-	-
Other Financing Sources	-	-	-	18,115	-	-	-
Total Revenue	280,609	621,504	1,163,105	1,638,442	1,600,000	1,400,000	(200,000)
Local Cost	19,071,035	21,092,530	23,138,771	27,164,870	27,262,282	32,423,747	5,161,465
Budgeted Staffing					221.0	252.6	31.6

Salaries and benefits of \$30,390,801 will fund 252.6 positions and are increasing by \$4,094,949. This increase is the result of MOU, retirement cost increases in salary and benefits and staff attributable to the addition of county judgeships. The department has also staffed four new criminal courtrooms in 2007-08 due to increased judgeships and received additional positions as a result of policy items approved by the Board of Supervisors. Budgeted staffing increased by 31.6 positions over 2006-07.

Budgeted staffing adjustments are as follows:

- Increase of 11.6 various regular positions to staff criminal courtrooms for new judgeships.
- Increase of 8.0 varied regular positions due to increased workload.
- Increase 14.0 various regular positions approved as policy items by the Board of Supervisors. These positions will assist the department with the implementation of a new case management system, increase the reliability of departmental data, increase staff for arraignments and reduce turnover.
- Decrease 2.0 positions to help defray some of the costs of added positions (1.0 Social Services Practitioner and 1.0 Student Intern).



Services and supplies of \$2,506,080 include 800 MHz, training, equipment, vehicle operating and professional service costs. The increase of \$546,520 is due to start up costs for new employees, internal service costs, inflation and insurance costs. Additionally, as a result of the increase to staff and space the department has start up costs for items such as, but not limited to, furniture, materials and supplies.

Vehicles costs of \$165,351 are for the purchase of vehicles attributable to new investigators. The decrease in vehicle costs of \$36,952 is a result of the decrease in the number of new vehicles required by the department.

Transfers of \$543,286 are increased due to increases in rent, maintenance, and custodial services. A policy item was approved by the Board of Supervisors to add space in the Victorville and Fontana areas to accommodate staff growth.

Departmental revenue of \$1.4 million decreased by \$200,000 reflecting fewer fees collected from clients.

PERFORMANCE MEASURES			
Description of Performance Measure	2006-07 Projected	2006-07 Actual	2007-08 Projected
Percentage reduction in backlog of old cases - felonies.	10%	-17%	19%
Percentage reduction in backlog of old cases - misdemeanors.	10%	-22%	19%
Percentage increase of MOU training funds expended.	15%	60%	16%
Percentage increase of training hours provided in-house.	New	336%	2%
Percentage reduction in conflicts declared after appointment.	5%	29%	26%
Percentage reduction in Marsden motions granted.	20%	93%	39%
Staff video arraignments.	NEW	NEW	1250%
Percentage increase in staffing in-court arraignments. (200 arraignments in 2006-07)	New	New	1200%
Percentage reduction in average caseload per attorney.	New	New	5%

The Public Defender's office met or exceeded all of the performance measures established in 2006-07, except in relation to backlog reductions of old cases for both felonies and misdemeanors. This was due to an increase in the number of countywide criminal filings, a decrease in declared conflicts, and a decrease in Marsden hearings, all resulting in an overall increase in caseload despite a departmental staffing increase.

